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CIA CAREER SERVICE BOARD

27th Meeting

Thursday, 15 April 1954

4:00 p.m.

DCI Conference Room

Administration Building

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27th Meeting

Thursday, 15 April 1954

4:00 p.m.

DCI Conference Room

Administration Building

Present

Lyman B. Kirkpatrick
Inspector General, Chairman

Robert Amory, Jr.
DD/I, Member

Matthew Baird
Director of Training, Member

25X1A9a

[REDACTED]
DC/FP, Member

25X1A9a

[REDACTED]
AC/NEA, Guest

25X1A9a

[REDACTED]
DAD/O, Member

25X1A

[REDACTED]
AD/Communications, Member

Harrison G. Reynolds
AD/Personnel, Member

25X1A9a

[REDACTED]
C/DDP/ADMIN, Alt. for DD/P, Member

Lawrence K. White
ADD/A, Member

25X1A9a

[REDACTED]
SA/DD/I, Alt. for DD/I, Member

25X1A9a

[REDACTED]
Executive Secretary

25X1A9a

[REDACTED]
Secretariat

25X1A

[REDACTED]
Reporter

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. . . The 27th Meeting of the CIA Career Service Board convened at 4:00 p.m., 15 April 1954, in the DCI Conference Room, Administration Building, with Mr. Lyman B. Kirkpatrick presiding . . .

MR. KIRKPATRICK: Gentlemen, shall we come to order?

I want to take an item up that is not on the agenda simply to show you something that I think we have reason to be proud of. This large book in front of me--I do not intend to read all of it to you--is the Executive Inventory. The paper clips which you see in abundance across the top, each hold a little slip attached to the main sheet indicating what items are missing from the individual's history. Just to pull one out at random, you will note from the way these are done, the detail of information that is on each sheet for each individual. They are drawn up in the following fashion: name, rank, date of grade, present assignment, name of supervisor, place of birth, previous nationality, if any, date of U. S. citizenship, marital status, religious affiliation, veterans preference, clearance, assessment, children, dependent children, whether dependent on salary or not, physical handicaps, proposed assignment, education, employment history outside CIA, employment history inside CIA, military service, area knowledge, promotion history, clubs, societies, foreign language ability, publications and inventions, and summary of evaluations and appraisals.

It has taken about six months to prepare this material. One girl has been working full time doing nothing else but that. As I have told Harry Reynolds, we had difficulty getting the information out of the personnel files, but I hope a couple of years from now we will be able to have the situation straightened out. I feel reasonably assured that the Director now has a tool which he can thumb through and discover the key men and women in the organization for executive jobs. As I said, there is one on each sheet there, filed alphabetically under the major divisions of Deputy Directors or components, Training, Communications and Personnel. In the front I have put introductory sheets and the front sheet says: This inventory is for the personal use only of the Deputy and Deputy Directors, and the book should be handled on an Eyes Only basis and should not be sent through regular channels. When finished with it, please call me. Discussions of whose name is in and not in should be handled discretely. General knowledge of the contents of the Inventory would create a morale problem. It is suggested that you glance at these next pages

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which deal with the composition of the inventory. On the next page we tell how the inventory was put together, and list the 70 jobs which these people were to fill or are incumbents of, and point out the exact process by which arranged.

So the tool is complete, with, as I say, some exceptions. These little slips of paper will be removed and filled, and we will then start the rather tedious process of acquiring the rest of the information. General Cabell has used it on a couple of occasions, and the Director has used it, so far, on a couple of occasions. Without any reflection on either of these esteemed gentlemen, it is going to be a matter of education until they come to use it the way it should be used; and that goes for the other Deputy Directors. One encouraging feature about it has been that we have received a trickling flow of candidates from the various AD's and Deputy Directors who every now and then remember that somebody's name is involved who probably should be in here. When they are received each one of them has been referred back to the Deputy Director, if it came from an AD under him, to be sure he concurred in the inclusion of that individual in this Inventory. As you will remember, when we first got the names submitted, each of the three Deputy Directors were given a list of all individuals under them who had been submitted for it, and they had a right to either add to that list or withdraw names from that list, which each of the three did to a certain degree. But I think this is a great step forward, and I trust that it is useful. I think it will be.

General Cabell has made one suggestion with particular relationship to anybody who is going to be sent overseas. He thinks we are a little lacking on information on the background, qualities and characteristics of wives, which are very important in overseas assignments and which would certainly be important in a major assignment of an individual. But, as I pointed out to him, I didn't think we could accomplish all of that right away but that it was a goal to work toward. There are probably lots of other things that should be included. We didn't use a printed form in putting the Inventory together. 25X1A9a

the girl who did the work, simply typed it as she went along. As I say, she has been at it pretty steadily for six months. But the Senior Executive Inventory is now in pretty good shape, and the day is getting close to proceed toward a Junior Executive Inventory.

25X1A9a MR. [REDACTED]: You will continue on it when information is received?

MR. KIRKPATRICK: I trust so. What I want to do tomorrow morning

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or Monday morning, probably Monday morning because General Cabell will be there at the Director's morning Staff Meeting, I want to go over it with the Staff there and give them more or less what I have given you today, so that we can then get the thing in use. Still to be determined is where it will be handled and how it will be handled, and that is something I want to talk to Harry about. Obviously it is not an IG's job to do. I did it for reasons which I think you all realize.

Now, the regular agenda.

MR. BAIRD: You did it as Chairman of the Career Service Board, which would go to Harry now, anyhow.

MR. KIRKPATRICK: The minutes of the 26th Meeting for approval. Are there any corrections or changes? Hearing none, we will consider them approved as submitted.

Item 2, Selection of Candidates for the National War College. Colonel Baird has been in charge of the Committee which has submitted their recommendations, which I trust you have had a chance to read, peruse, and come to a conclusion as to whether you agree. The three candidates selected by the Board, composed of Colonel Baird, [REDACTED] Mr. 25X1A9a

25X1A9a Reynolds and Mr. [REDACTED]--none of those are candidates (Laughter), that's the Board--the candidates are [REDACTED] 25X1A9a

25X1A9a MR. BAIRD: I might say the way we arrived at this might be of some interest. I think there were something like 22 applications [Actually 27]. After discussing the ground rules that had been more or less understood for the last two or three years, we went through the first elimination procedure, and for one reason or another we eliminated all but five, so I thought it would take two or three hours before we would arrive at those five, but it was unanimous at that point. I might say all of this was unanimous. When we get to the alternates, however, the recommendation memorandum which you have is somewhat in error because there was a misunderstanding as to whether John 25X1A9a

25X1A9a [REDACTED] was actually No. 1, or [REDACTED] was No. 1. I think [REDACTED] feels 25X1A9a that we didn't arrive at any determination on that. We just said these are two alternates - and I am quite willing to buy that.

25X1A9a [REDACTED] My impression, although I agree that we didn't say so, from the discussion this is the way I feel in my mind.

25X1A9a MR. [REDACTED] I think we might have reached the same answer. We actually said three, and then let's pick two more, and then we said - Let's

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add a sixth and seventh alternate in the order here.

MR. BAIRD: The reason it is important is that we hope we might get more than three slots this year; in other words, that we might get five slots.

MR. KIRKPATRICK: Is that in the mill?

MR. BAIRD: We have been given reason to believe that it will be entertained.

MR. KIRKPATRICK: Did we request five?

MR. BAIRD: We haven't yet because we didn't want to request them until we saw the caliber of the candidates.

MR. KIRKPATRICK: If we request five are we going to be able to fill five slots year after year with high caliber men?

MR. BAIRD: I don't think we need fill them, Kirk.

MR. KIRKPATRICK: It wouldn't be embarrassing to request five and send five this year, and then next year send only four or three?

MR. BAIRD: No, Sir. That is apparently done by the State Department.

. . . Off the record . . .

MR. KIRKPATRICK: You know the number of candidates for the War College are determined by the Joint Chiefs of Staff and they would be the ones to have to agree to five slots. Does anybody else have any views on that?

25X1A9a MR. [REDACTED]: I think we would find, Kirk, we would have to give considerable advance notice on this. They have to know in time.

MR. BAIRD: We have done some work on this, Ted. We have three people over there in touch with the administrative people, and they have given us reason to believe that if we have two good men in addition to the three, that even as alternates they will be accepted, and that it would be a good idea to request two additional slots.

25X1A9a MR. [REDACTED]: I thought, Kirk, that was on the basis that if they gave us five slots - would that leave vacancies that might otherwise go to other people?

MR. BAIRD: They would fill them with alternates from other branches of the service.

MR. KIRKPATRICK: In other words, Matt, do you feel there would be any potential embarrassment to the Agency in asking for five this year and not being able to send five next year?

25X1A9a [REDACTED] You would ask on a one year basis.

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MR. KIRKPATRICK: Because I think the first five here are excellent.

MR. BAIRD: That is the reason we added the other two, in case, as happened last year, two dropped out at the last minute.

MR. WHITE: It is important to have that priority established.

MR. BAIRD: Remember that this is a Selection Panel to bring these to your attention. We merely recommend them. You may want to go into it further, I don't know.

MR. KIRKPATRICK: Are there any views on the three candidates nominated? Is there anybody who disagrees with any of those three?

25X1A [REDACTED] I don't know one, but I know the other two and I think they are excellent.

25X1A9a MR. KIRKPATRICK: For whatever it's worth, I know all three and I consider them to be top caliber. As a matter of fact, I know all seven.

MR. BAIRD: As I said, the only reason [REDACTED] perhaps wasn't included, is not because of his lack of qualifications but because of his youth.
25X1A9a [REDACTED] Meaning he has more time to get it.

MR. BAIRD: Yes. He could take it in the next 7 or 10 years, almost. And wherever possible if any two candidates were as equal as it was possible for them to be, we pick the man the older of the two because the time that he will be eligible to go is now.

MR. KIRKPATRICK: Well, hearing no dissents I assume it is the will of the Board to recommend that the first three be nominated as candidates for the National War College to the Director for his approval.

Secondly, is it the desire of the Board to recommend that two alternates also be nominated for discussion with the War College as to whether they are willing to have five CIA men next year? Any dissent from that? Well, then, we will send the three in as nominations, with two alternates if the War College can take five - then we recommend that all five go.

MR. BAIRD: But I do feel this Board should recommend to the Director the order in which those alternates are listed.

MR. KIRKPATRICK: Is there any dissension from the order in which they are listed right now?

25X1A9a MR. [REDACTED]: With the reservation that the order doesn't necessarily mean their qualifications, but it does mean other things, too.

MR. WHITE: I'm sorry, John, I didn't get that.

25X1A9a MR. [REDACTED] I mean that this 1, 2, 3, 4 business is not simply a

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25X1A9a priority listing of their capabilities, but that other factors have gone into it. For example, [REDACTED] is at the bottom of the list instead of the top, and that has something to do with other things rather than his relative merits.

MR. KIRKPATRICK: It hasn't anything to do with it.

25X1A9a Well, then, in summation, we will recommend to the Director that [REDACTED] be sent to the War College next year as CIA representatives, and if the War College can accept two more, that is, five in total, that the next two in order will be [REDACTED] Hearing no dissent, that is the way it will be.

I would like to express the thanks of the Board to this particular Panel for the work they did on this.

25X1A9a MR. WHITE: Kirk, don't you think, as long as you have this list, in case it should by any chance become necessary, that [REDACTED] shall be the additional alternates, in that order? We might have that problem.

MR. KIRKPATRICK: Sure. We might as well give the Director this whole list and say, "We suggest you send five, but if any drop out, here are the next two."

25X1A9a MR. BAIRD: Do you mean, John, that you prefer [REDACTED] to be ahead of [REDACTED]

25X1A9a MR. [REDACTED] No, not necessarily at all. I simply wanted to make the point that for various reasons I think it is a very good idea for [REDACTED] to be ahead of [REDACTED] as long as it is not accepted that it is the considera-

25X1A9a tion of the Board that [REDACTED] is a better man than [REDACTED]

25X1A9a MR. KIRKPATRICK: No, I think this is a case of every factor being considered.

25X1A9a I'd like to deviate from the agenda just long enough to take up the item of the Career Development Slot for Mr. [REDACTED] before we get into the promotion item.

MR. WHITE: Are you going to take up the Industrial College?

MR. BAIRD: There are some other selection matters - Industrial College.

MR. KIRKPATRICK: Oh, I'm sorry. Yes, of course.

Any comment on the candidate for the Industrial College?

MR. WHITE: I would like to make an observation, Kirk. I don't know the nominee at all, and this is not to be inferred in any way as a dissent,

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but I note there are no alternates considered. I believe as a matter of Agency policy, among other things, we should give primary consideration, in this particular selection, to people who are going to work when they come back in either the logistics field or the economics field, in which I believe this man is located. I have a candidate, Mr. [REDACTED] for this position, and I would hope he would receive serious consideration and be selected, because he is a logistics career employee and I felt that he would derive a great deal of benefit from it. I don't question the wisdom of the Panel in any way at all, in selecting this man over Mr. [REDACTED] because he does fit into the other area--which I think deserves serious consideration, but I don't know whether the Panel considered Mr. [REDACTED] qualified or not. If he is not disqualified by the Panel, and if it is possible to have him considered as an alternate, I would like to have that done.

MR. BAIRD: Would you like to have me speak on that? The Panel considered very seriously Mr. [REDACTED] nomination, Red, and did not put him down as an alternate because the information that comes to us is that he is, shall we say, somewhat loathe to go.

MR. WHITE: How does that information come to you?

MR. BAIRD: Well, it came to the members of the Panel.

MR. WHITE: How? I wouldn't accept rumor as affecting my decision in a case this important.

MR. BAIRD: Well, it came from your representative. Is that good enough?

MR. WHITE: Did he say this at the meeting?

MR. BAIRD: Yes. And the Board felt if that was true, as it had been told to [REDACTED] that we shouldn't send anybody to the Industrial College who felt that way.

MR. WHITE: That is news to me. I am very glad to hear about this, because I'll certainly put somebody's feet in the fire.

MR. BAIRD: I think that is up to you.

But we did, I think, seriously consider all of the other candidates and did not feel that any one of them should be nominated, for one reason or another, as an alternate. But if for any reason [REDACTED] did not go--

MR. WHITE: Would you rule [REDACTED] out except for the fact that you understand he is not interested in going?

MR. BAIRD: I can only speak for myself there. It's up to the Board.

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We are just making recommendations to this Board.

MR. WHITE: I understand that but I think we are being guided here primarily by the recommendations of the Panel. I don't care which way, but I would like to know.

MR. BAIRD: Would any other member of the Panel like to speak on this?

25X1A9a MR. [REDACTED]: I certainly would have recommended him for an alternate if it hadn't been for this feeling that he lacked interest. That is one of our criterias.

MR. WHITE: And that is perfectly right.

25X1A9a MR. [REDACTED]: I know the value to logistics of this course. I certainly would want him restored as an alternate if he has interest in it.

25X1A9a [REDACTED]: I feel the same way, that if the information we received
25X1A9a was not correct, or that [REDACTED] was misinformed on it, that he should be named as an alternate.

25X1A9a MR. KIRKPATRICK: Why don't we select [REDACTED] as the candidate and
25X1A9a if Colonel White ascertains in the course of the next few days that the views concerning [REDACTED] have not been accurate, that [REDACTED] be accepted as an alternate.

25X1A9a But if [REDACTED] is not interested-- 25X1A9a

25X1A9a MR. WHITE: If [REDACTED] is not interested I can assure you I would not recommend him.

MR. KIRKPATRICK: I can't see anybody going there who does not have an interest in it.

MR. WHITE: I can assure you if he is not interested I would with-
25X1A9a draw his name from this and other lists.

25X1A9a MR. KIRKPATRICK: You are a hard man, Colonel White.

[REDACTED]: That will be of collateral interest to us because we depend tremendously on [REDACTED] - because that would help us over our big hump, particularly at this time.

25X1A9a MR. BAIRD: Then on the three Service war colleges, this memorandum
25X1A9a is not quite accurate because I think we have left off the name of [REDACTED],

OCI, as qualified. No one, I think, was particularly impressed by the capabilities of any of the candidates, but felt that the four, namely, [REDACTED]
25X1A9a [REDACTED] would ably represent the Agency and derive benefit from the course in view of their subsequent assignments. Couldn't we

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find some other candidates? The members of the Panel are going back to the respective major components of the Agency that they represent, to see if we can't get some more candidates within the next two weeks, which will also give us plenty of time to recommend to the Director, and, in turn, the service colleges, our nominees.

25X1A6a MR. KIRKPATRICK: I am particularly disappointed not to see any candidates for any of these senior service schools from the DD/P area, because I would think some of your men who are going to be in [REDACTED] and dealing with theater commanders and their staffs, would benefit a great deal by some of this background, if you could make the people available. I have heard that was the reason in the past, but I should think that would be breaking loose now.

25X1A9a MR. [REDACTED]: Whether or not there were candidates on this list, I don't know.

MR. KIRKPATRICK: Well, then, the senior service schools we are going to put over.

25X1A9a MR. [REDACTED] We were especially embarrassed in Army War, where we had two slots but could only get one candidate.

25X1A9a MR. [REDACTED] If they were not chosen for National War College were they considered for these schools?

MR. BAIRD: Very definitely.

25X1A9a MR. [REDACTED] Where they had expressed an interest in going to the other schools.

MR. BAIRD: What my Office did, if they did not specifically say they would accept one of the other schools provided they were not chosen for the National War College - if they said they would accept one of the other schools they were included automatically; in cases where they had not expressed themselves they were called up by telephone and asked if they would allow themselves to be considered. If they said "yes" we considered them, and if "no" we did not.

MR. KIRKPATRICK: I detect, and maybe I am in error in this, but I distinctly sense a feeling of a lot of people around here that "I am either going to the National War College or nowhere."

MR. WHITE: I think, Kirk, from the standpoint of teaching people how to do good and complete staff work, which is something we sorely need

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around here, that you get more out of the Army War College, for example, than the National War College.

25X1A9a [REDACTED] It was pointed out by [REDACTED] that it was 25X1A9a a shame we didn't send people there, that you learn a lot more at the Army War and the Air, and there was a question about the Naval War.

MR. KIRKPATRICK: They get more into strategy.

MR. BAIRD: They are revising their curriculum.

MR. KIRKPATRICK: Well, Ted, could we count on you to get some candidates for these schools if there is any interest?

25X1A9a MR. [REDACTED]: Yes.

MR. KIRKPATRICK: Does that cover us now? Any other comments on the Service school candidates?

25X1A9a MR. [REDACTED]: Bob Amory was very concerned to see the lack of interest in his area in these other schools, and his quick comment was that if they apply for National War College they also be required to apply for the other.

25X1A9a [REDACTED] If they apply for the National War College they probably don't have to give up their house and move.

25X1A9a MR. [REDACTED] Could there be any other arrangement for these people who have to go to Atlanta or wherever they go?

25X1A9a MR. [REDACTED] Are the candidates fully aware of what is being taught at these various colleges?

25X1A9a [REDACTED] Colonel Baird can answer that better than I can. I know one applicant I had for the Army War College had gotten every bit of the information he could in a course outline and available literature on it.

MR. BAIRD: What was the question?

25X1A9a [REDACTED]: He asked if these candidates were aware of the course outline and what they were going to get.

MR. BAIRD: We have discussed communication up and down and laterally in the Agency, and to the best of my knowledge and belief this was sent out in such numbers as to reach everybody in the Agency; and if they didn't get enough information about the curricula in the various schools they were asked to consult further with the Office of Training who would give them the details.

MR. KIRKPATRICK: Any further comment or questions on the Service schools?

Item 4 on the agenda is a Career Development Slot for Mr. Ray F.

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25X1A9a Mr. [REDACTED] are you going to tell us about this?

25X1A9a MR. [REDACTED] The request for a Career Development Slot for Mr.

[REDACTED] comes from Mr. White. Red, would you like to present it?

MR. WHITE: I prefer you go ahead.

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MR. [REDACTED] is approximately 27 years old. He was

educated at the U. S. Military Academy where he received his B.S. He had a medical discharge upon graduation. Apropos of that, he was very highly recom-

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mended by the Commandant of Cadets in 1949. He has been in the Agency since 1949 and he has served in [REDACTED], NEA, OPC, in the EE Division. He has served for three years in [REDACTED]. He has had the Administrative Course, Operations

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Course, Guerilla Warfare (Staff) Course in the Office of Training. There are commendations from the Chief of Administration, [REDACTED] from the Chief, EE; and from the Commandant of Cadets in 1949. (Reading) "Physical condition apparently does not preclude service overseas in administrative capacity." I personally do not know if he has a physical disability or impairment.

MR. WHITE: He was not commissioned upon graduation from the Military Academy because of failure to meet the medical standards, but he has been approved and has been overseas.

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MR. [REDACTED] He served overseas.

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MR. WHITE: For two years in [REDACTED]

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MR. [REDACTED] And he is there now, in [REDACTED]

MR. WHITE: Yes.

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MR. KIRKPATRICK: What is the Career Development Slot?

MR. [REDACTED] The request is for 22 months - Career Development Slot:

1 week, initial orientation; 3 weeks, Basic Intelligence Course; 3 weeks, Administrative Support Course. So the first seven weeks would be in training. Then 2 weeks with OCD, 2 weeks with Commo, 2 weeks with Training, 1 week with the Comptroller, 1 week with the Auditor-in-Chief, 1 week with Regulations Control Staff, Medical Staff, General Counsel, 1 week with Director of Security, 2 weeks with the Management Improvement Staff, 1 week with Projects Administrative Planning Staff, 16 weeks with the Assistant Director for Personnel, 1 week with DD/A Career Service Board Secretariat, and Logistics Office 1 year.

MR. KIRKPATRICK: Where does he end up after that?

MR. WHITE: He should be a very well qualified general administrative officer, and at that time he should be able to be either a Deputy or

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Administrative Officer of an Area Division.

MR. KIRKPATRICK: But you are taking the responsibility for reassigning him?

MR. WHITE: I might say this entire program has been coordinated and approved by all of the offices concerned.

MR. KIRKPATRICK: It is one of the best Career Development Programs I have seen.

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MR. [REDACTED] (Reading): "At the conclusion of the proposed training,

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Mr. [REDACTED] will be assigned to an administrative officer position which will fully utilize his training and experience."

MR. KIRKPATRICK: Any dissension from the allocation of a Career Development Slot on this man?

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[REDACTED] Two weeks is not going to get him much out of my Office.

MR. BAIRD: I signed it as approving the slot but I think that type of career development in that short of time, with the exception of the 16 weeks in the Personnel Office, to me isn't good on-the-job training.

MR. KIRKPATRICK: He's a year in one and 16 weeks in the other, and the rest of it is simply an acquaintance.

MR. BAIRD: The other is very time-consuming from the point of view of the offices. It's almost like the kind of thing that Harry Reynolds and General Cabell got when they came aboard. It's quite a job.

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MR. [REDACTED]: I might say something to that, Matt. I use this type of what amounts to a quick and broad orientation for certain categories of administrative personnel, particularly those who haven't had this sort of orientation, before going to the field, and I have found it to be very, very effective.

MR. WHITE: I admit that it is time-consuming, but all of the DD/A Offices are doing exactly this on a continuing basis every day.

MR. BAIRD: I don't think it's enough when you do it all over the Agency. And he is young, so why make him feel that he is going to learn all about the Agency in 22 months?

MR. WHITE: I wouldn't expect him to but I would expect him to learn something about the Office of Training, for instance, if I may use a comparison, to use him as a dictionary - he doesn't know everything but he knows where to go to find out. And I would expect the same thing from these

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short tours in other places. I wouldn't expect him to become an asset to you in any way, but I would hope he would learn enough about the Office of Training so that when he becomes the administrative officer of an Area Division he knows there are certain facilities in the Office of Training that he can utilize, and know where to go, who to talk to, how to arrange it, and so forth. I think those short courses can accomplish no more than that.

Frankly, I would think it would be a mistake for the Board to approve or expect me to adhere rigidly to this two-year program which we are presenting here merely as a plan. I think this will have to be analyzed, and that the Board will have to allow the DD/A Career Service Board to do it as we go along, to make adjustments as we see fit.

And I think, also, in case any office feels that it's too time-consuming on them, I would think the benefit he might derive probably wouldn't be very good, and I would prefer not to impose him upon another office if it is going to be a waste of everybody's time. So if the general principle is approved here, and the general outline of this program, we can of course adjust that as time goes on.

MR. KIRKPATRICK: Any dissension by the Board on the proposal that this be accepted as the principle and then worked out by the DD/A Career Service Board? All right, it stands approved.

I simply want to point out to the Board that if you take a look at the approved slot allocations in your agenda, by June five of those slots will return to us, so it will be down to 20; and by October seven more will return to us, so it will be down to 13. This would make 14, but we have 40 slots.

25X1A9a MR. [REDACTED]: We have three before us in process, in addition to this.

MR. KIRKPATRICK: Well, this is an advertisement in the hope that you will go back and urge more people to use these slots, because I think they are very valuable, and I am disappointed that we don't have competition in filling them.

MR. BAIRD: We will have, in effect, approved six to eight today with these Service schools.

MR. KIRKPATRICK: Yes, but you get all the ones coming back.

25X1A9a MR. [REDACTED] This is premature but our Junior Officer Rotation Task Force is working in line of tying in with these slots.

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MR. KIRKPATRICK: Well, gentlemen, having taken up all the controversial issues shall we go into the non-controversial and take this recommendation on promotion policy?

You should have two papers before you: Item 1, which was distributed with the agenda, being the recommendation of the Task Force on Promotion; and Item 2 being a hasty distribution by the Office of Personnel, dated 15 April, in which they take exception to the recommendations of the Task Force which had four of their representatives on it.

MR. REYNOLDS: I want to put myself on record on this because it does look very peculiar.

MR. KIRKPATRICK: I agree.

MR. REYNOLDS: Actually, it isn't as peculiar as it looks. It was poor Staff work on my part because I did not instruct the four people from the Office of Personnel as to what their functions were. I have stated here before that it is the viewpoint of the AD/P that if the Office of Personnel is going to absorb the Career Service Program then those points which affect the Office of Personnel must be so adjudicated that the Office of Personnel can properly conduct its mission of running the Career Service Program. Now they didn't know that, and when they finished this paper, which I didn't see until it was finished, we went over it very carefully with all of the Division Chiefs and decided that this second paper was the one we should have submitted.

MR. WHITE: What Division Chiefs?

MR. REYNOLDS: The Division Chiefs in my own Office.

Now let me put myself perfectly straight on this thing. I was brought down here to carry on what is called a "sound" personnel program. I am charged by my charter with responsibility for the conduct of such a program. It has been agreed by the Inspector General, and by others, that the two personnel programs must be merged. I am sure there is going to be controversy over it, but we have to start with the premise that these things, in our opinion, are necessary for the administration of a sound personnel program. Now, with that point, shoot.

MR. WHITE: I'd like to say--

MR. KIRKPATRICK: Are you starting to "shoot" or is this comment?

MR. WHITE: This is comment, I guess. Frankly, when I got the first paper I was rather surprised that with four people from the Personnel

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Office on it it didn't have more things that I thought it might well have gone into. And I drafted three points here in which I felt that this fell down. Just as I walked down here I was handed the second paper, which my boys tell me pretty well takes care of the points I was going to raise. I have not read the second paper. I would like to read it and study it carefully before I vote on it. I move that we defer consideration of the paper until the next meeting.

25X1A9a MR. [REDACTED] I second the motion.

MR. REYNOLDS: Gentlemen, I would humbly request that you destroy the first paper and consider the second paper as the one upon which we would like to work.

25X1A9a MR. [REDACTED] But the first paper is the Task Force paper and the second is the AD/Personnel paper.

MR. REYNOLDS: What is one is one, and what is the other is the other. For God's sake, Joe, don't compartment yourself anymore than you already are.

MR. KIRKPATRICK: Well, Harry, can we have assurance that on future Task Forces, which are adequately represented by the Office of Personnel, we won't go through this routine again?

MR. REYNOLDS: You most assuredly can, because the Office of Personnel is going to go over it in draft before it's put on one of those machines.

MR. KIRKPATRICK: With our classic time of one hour - we have 17 minutes left. In view of the fact that several people would like to defer it, it might nevertheless be beneficial to go over a few points, particularly by those of us who have gone over both with a fine tooth comb.

Incidentally, is there any disagreement or agreement with Mr. Reynolds to tear up the Task Force paper and work with his paper?

MR. WHITE: I agree, for one.

MR. KIRKPATRICK: Any disagreement on that? All right, you can count that as acceded to, then. Then we will start with the Assistant Director for Personnel paper.

I would like to have clarified, and I'm going to have to go to the other paper to find out where it is - on page 3, paragraph 4.b.(1) - as to what is meant and intended by promotion recommendations being submitted to the Assistant Director for Personnel for final approval. Does that mean that the AD/Personnel in every promotion action reserves the right of a veto?

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MR. REYNOLDS: Yes.

MR. KIRKPATRICK: For why?

MR. REYNOLDS: It's his function.

MR. KIRKPATRICK: Is that in the present Regulations?

MR. REYNOLDS: I've never seen any Regulation on promotion.

MR. KIRKPATRICK: Because we had that once in this Agency and it is my personal opinion it was not a very satisfactory solution in those days.

MR. BAIRD: I thought that is what happened now.

25X1A9a MR. [REDACTED]: I believe that is in the present Regulation.

MR. BAIRD: We only recommend to the Personnel Office from the Office of Training.

MR. KIRKPATRICK: And he makes the promotions.

25X1A9a MR. [REDACTED]: They are not effective until they have his signature.

MR. REYNOLDS: That, as I understand it, is the basis on which a Personnel Chief should operate. And doubtless, if he makes a wrong decision or a number of wrong decisions, somebody is either going to remove him or else he is going to catch hell.

MR. WHITE: An individual case can't be appealed?

MR. KIRKPATRICK: The appeal being to the Director. I think that is one thing in here that should be changed. I noticed an appeal in one of these to the Deputy Director. I think I can reflect General Cabell's views as saying that that should be the Director, although he may sign it for the Director, because he considers himself an alter ego.

MR. REYNOLDS: There is one other point I would like to make, Kirk, that in the inspection made by your Office of the Personnel Office, and in a number of things that have happened as far as the Personnel Office is concerned, there has been constant criticism of that Office for not being positive, not giving service, not playing ball with the rest of the Agency. Now we propose to change that, and I can only say that I believe I am to be trusted as the AD/P.

MR. KIRKPATRICK: I don't think you would be here if you weren't going to be.

MR. REYNOLDS: That is exactly what I mean. I want to assure everyone in all components of the Agency that we intend to do this in a fair and equitable manner. But I believe this requires Agency-wide performance, because Career Service, as such, unless it covers the Agency and provides the people

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in the Agency with a good place to work, is a mere travesty and farce.

Now Joe has complained that we are going to go through 10,000 GS-5's to get one. You know perfectly well that we are not going to do that, and that it is going to work in a perfectly normal fashion. It's our job to do that by machine run. It's what we have all that machinery for, and the Placement people for, to come to you in certain cases with the best possible person and say, "Here is another one we think is good. Tell us why you think your own is better."

MR. KIRKPATRICK: The only question I have is on your new paper - paragraph 2.a., the first sentence, underlined - this is going to put us right into competitive promotion right across the board.

MR. REYNOLDS: I was sure that would be controversial, and I don't know just how you are ^{get along without} going to do it. It was my concept that we wanted competitive promotion, that we didn't want to compartment everybody into their place; in other words, if you get in one Office of this Agency everybody up around a Grade 15, and in another component no one above a GS-9, what possible chance has it?

25X1A9a MR. [REDACTED] Isn't that the fault of the classification and wage structure?

MR. REYNOLDS: We don't make the T/O's. The classification and wage thing has only been partially done in the Agency, and that is what we are working on now. We hope to get 50 per cent of them done by the end of this year. In some places we have met resistance. We want to do it for the outfit as a whole.

25X1A9a [REDACTED] I'd like to ask a question on this. I'm for the principle of this but have you had time to make an estimate of how long it will hold up a recommended promotion to find out who in the same zone of consideration might have superior qualifications for that job?

25X1A9a MR. [REDACTED] What is the basis for determination of the promotion area?

25X1A9a [REDACTED] The Personnel Evaluation Report.

25X1A9a MR. [REDACTED] That report doesn't provide it.

MR. REYNOLDS: I know they are perfectly terrible, because they have never been made legal, so we can never use them if there is going to be a separation action.

25X1A [REDACTED] The form of the report itself doesn't lend itself

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to that approach. It would have to be a type of personnel report which lends itself to that.

MR. REYNOLDS: I agree with you absolutely and I am sure it has to be done. Now I am starting with this premise because I believe it is sound from the viewpoint of the Agency as a whole. Until it becomes effective, with the tools and machines to do it, we will have to muddle along as we are now doing.

25X1A9a MR. [REDACTED]: Should we adopt a policy at this time that we can't conceivably carry out at this time?

MR. REYNOLDS: This is something else to shoot at. Rud and I were discussing the presentation, and we are not going to be able to put this thing in shape to present it to the Agency as a whole by the 15th of June. I think we have to settle this thing first, and see a forward plan as to how we are going to handle this one most important point, this promotion business.

MR. BAIRD: You have to settle the principles before you can settle the details.

. . . Mr. Amory joined the Meeting . . .

25X1A9a MR. [REDACTED]: I'd wager if we adopted this policy today it would be a minimum of two years before we would have the machinery to make it effective.

MR. REYNOLDS: I would hope we could do it much quicker.

MR. KIRKPATRICK: Let's not start scrapping the June 15th deadline, because, for one reason, it does give us a deadline and places a little more emphasis on trying to settle these points. We have thrashed around on promotion policy for the last couple of years.

MR. AMORY: Maybe this is appropriate, because I've just come from the Hill where Congressman Van Zandt asked the Boss, "Aren't you really worried about the dangers of political pressures to force you to take people in, and CIA made a football?" He said he would be up on the Hill next year requesting legislation just to meet that. So we have our work cut out.

MR. REYNOLDS: Well, my remark about postponing the 15th June meeting is not to go beyond this room, then. It is my personal opinion at the moment - because I am very, very sure that unless we can get this settled to the general satisfaction of the whole Agency, we are not going to get any of the others settled. I'd just like to have you take all the shots at this you want to, and let us say why we feel this way - as the basis of a sound personnel

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program for the Agency. And if a component will remember that it is part of the Agency and that it is not just a little bit of a unit that is taking care of its own - because as we get bigger and more powerful we can't operate on that basis.

MR. KIRKPATRICK: I couldn't agree with you more in that particular point of view.

I think as far as the June meeting is concerned, inasmuch as two weeks' notice to everybody will be plenty of time, we can fight right up to the deadline, but try to get it through.

And I think what Bob has said is important from two points of view. In the first place, if the Boss is going to live up to his commitment to send career legislation up to the Hill, that legislation will have to be in draft form pretty darn quickly to get it through the Bureau of the Budget and everything else that it has to go through before it gets to the Congress. And, item 2, I would hope this Board will not lose sight, in the next few weeks, of the fact that we have been talking about career service for three years now and the average employee in this Agency still doesn't know what it means.

MR. AMORY: Worse than that, he thinks it's a big hoax.

MR. KIRKPATRICK: So the sooner we have this meeting the better. As far as promotion policy is concerned, we can never write a promotion policy which everybody in this Agency will agree to. That is totally impossible. I would submit to you, gentlemen, that you look at the business of issuing regulations, which I have written Red a memo on and sent copies to the other Deputy Directors, perhaps one of the most Democratic processes in Washington is the way this Agency produces regulations, by which we ditto off 64 copies to be sent to everybody for concurrence. The controversial ones never get issued - they are still being fought over, and the only way they finally get issued is by a command decision on them. So on this promotion policy, which is going to be the most controversial, what I would submit to you is that we would settle down and make the concessions that would be necessary coming from each part of the Agency, and get an agreement which necessarily everybody will have to yield on, but get the thing out. If these ten people who sit around this table week after week cannot agree on a promotion policy, my hope for the future of the Central Intelligence Agency fades rapidly.

25X1A9a

MR. [REDACTED] I'd like to make one point here, and that is that this paper as drafted does not conform with the realities of life in the DD/P area,

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either as they are now or according to the only plans I know of to make them in the future. I am sure that that was a mere inadvertence and drafting problem. I would like to get together with Harry and with you, Ted, and go over this paper on that basis. What you do here is simply ignore the realities of the staff structure.

MR. REYNOLDS: May I request this of this Board, that we will send you tomorrow Draft No. 6, without the underlining and without the scratch-outs, for you to take as a paper to submit your objections or suggested changes to those portions of it which you don't like. Now from the viewpoint of the DD/P, by the first of the week, as soon as that is out, I'd like to have a session with you and Ted on it.

MR. KIRKPATRICK: I would suggest, Harry, that we just force this issue right down the line, and I think the best way we can do this is not by circulating drafts but by about six people sitting around the table and battling down to the final line.

25X1A9a MR. [REDACTED] I think that is as good as any.

25X1A9a MR. KIRKPATRICK: The major ones concerned are the DD/A, DD/I, DD/P and Personnel, and you (indicating [REDACTED] should be represented. Matt, I don't think you are very much involved. But I think if we six would sit down and fight this battle out across the table, rather than circulating drafts, we will end up with a version quicker that way. I think it's important enough so that I would be happy to referee. Why don't we meet Monday afternoon at 4:00 o'clock on this?

MR. REYNOLDS: I can't on Monday - but any other day.

MR. WHITE: I won't be here at all next week, but I'll send somebody.

MR. KIRKPATRICK: Somebody who can represent your views completely?

MR. WHITE: Well, I'm "agin" everything, and I don't want anybody else to be quite that way.

25X1A9a MR. [REDACTED] If you can stand two people from DD/P for this, I'd certainly like to be in on it.

MR. KIRKPATRICK: I'd like to get six around the table and as many people in the wings as you want - armed or unarmed, as you prefer.

MR. BAIRD: I'll give up my slot to the DD/P.

MR. KIRKPATRICK: I think John and myself ought to be here on this thing.

MR. REYNOLDS: I want to bring a whole crew. As far as I am concerned,

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if I have to stand up at a meeting before 600 supervisors of this Agency and explain succinctly in words of one syllable, and with all the sincerity and belief behind me that I am saying the thing just right, I want to have these papers just right, and truly and honestly believe in them, and believe that the other people in the Agency believe in them, too.

MR. KIRKPATRICK: Bob, can Gene represent you?

MR. AMORY: Oh, yes.

25X1A9a

MR. [REDACTED] Monday is a pretty bad day for me. I'm stuck at 4:00 on Monday, certainly. This paper actually conforms pretty well to the realities of life in your area and the DD/A area, but not in the DD/P area, nor to any way that I can imagine you could set them up.

MR. REYNOLDS: There are just some points in there. In other words, we come down to our cliché: This is a case of mutual negotiation between gentlemen and ladies of good will. That is what I am trying to work out.

MR. BAIRD: Harry, may I ask for an expression of principle on this? The only thing that really concerned me in this paper is where the burden of the proof is to demonstrate fitness for a competitive job. Is the burden of proof on the man who wants to promote his own man, or is the burden of proof with you to show that your man is better than ours?

25X1A9a

[REDACTED] I think the burden of proof is - "for the good of the Agency" - and therefore we have to be the intermediary to submit to the person who proposes the man, "Now here is another man we think is a damn good man. He has been in this slot for a long time. He has had comparable training to your man. He's okay. Now do you honestly think the man you propose is a better man?"

MR. BAIRD: Where does the burden of the proof lie?

MR. REYNOLDS: With the AD/P.

MR. AMORY: In other words, the nominated man stands as bogey and then you shoot or notch him.

MR. REYNOLDS: For example, Bob, there was a case that came up in your DD/I area which we picked up on a recent trip one of our people made - a man who was an editor at a foreign station. He was a GS-9 but he had gone over there as a GS-5. He had done very well and his reports were good. He produced a letter from his roommate who had been his assistant as editor of a college paper. And his roommate said in that letter he had just been taken on in ORR as a GS-13. So he said, "Where the hell do I get off?" It's one

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of those unfair things. And if we can boil them down to the barest minimum, we will be doing our job.

MR. AMORY: Conversely, I have recently run into a case where a guy is an economist and has an M.A., and he's counting crates of ammunition for somebody in the DD/P paramilitary things at an overseas station, and his request for a transfer was peremptorily disapproved because they had no replacement for him.

25X1A9a MR. [REDACTED] By whom was it disapproved?

25X1A6a MR. AMORY: The head of the [REDACTED]

25X1A9a MR. [REDACTED] That's different.

25X1A9a MR. KIRKPATRICK: [REDACTED] I never thought you would show the white feather.

Well, gentlemen, obviously this is going to be quite an interesting week that is forthcoming if we are going to get this promotion policy paper through.

25X1A9a [REDACTED] I don't think it's so bad.

25X1A MR. KIRKPATRICK: Make it Tuesday. And does anybody prefer any time?

25X1A9a [REDACTED] I think 4:00 o'clock is fine.

25X1A9a MR. KIRKPATRICK: At 4:00 o'clock, then, on Tuesday. And that will
25X1A9a be Reynolds, [REDACTED], White or [REDACTED], Amory or [REDACTED] and
Kirkpatrick.

Any new business?

25X1A9a MR. BAIRD: This will take only a moment, but it will save the time

later, I think, of the Board. We have had five nominations for the Harvard
25X1A9a Advanced Management Program: [REDACTED] from the Office of the Comptroller,

[REDACTED] TSS, but
25X1A9a only the [REDACTED] application has any documentation.

Gene, if you could take these back to your people - we have to sell these people to Harvard, and the only way to sell them is to have a very strong documentation on their candidates.

MR. AMORY: They are probably going to run only one. I just don't think the school is playing straight with us when it holds out much more hope.

25X1A9a MR. BAIRD: We all know they are good men but we have no papers.

25X1A9a There's [REDACTED] and then, Gene, from your outfit -
[REDACTED]

MR. WHITE: Is it all spelled out in the instructions as to what

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papers you need, and they haven't furnished them?

MR. BAIRD: That is right.

25X1A9a

MR. [REDACTED]: Are you going to treat this like Army, Navy and Air, and leave it open for other applications?

MR. KIRKPATRICK: I have a couple of items of new business. I think despite the misfortune of the Task Force on Promotion they should be tendered our thanks for their efforts, because they went to considerable work.

Item 2, there seems to be some problem coming up as to when we are going to have this June meeting, that is, as far as the time of day is concerned. I am advised, for example, that the OCI Publication Board is in the midst of its deliberations for the late afternoon, the time we chose. So I discussed this with General Cabell this afternoon and he doesn't feel strongly that it should be during duty hours, but he feels it would indicate its importance more if it were.

MR. AMORY: I would withdraw the OCI thing. There's no reason why they can't meet at some other time.

MR. KIRKPATRICK: Using that as a club, would you see to that? That was General Cabell's view, too, but he didn't express it in quite the same way.

On April 22nd we are going to discuss the Task Force Report on Career Development of Junior Personnel. Next Thursday we have a good session for us, and if the group meeting Tuesday can get the promotion policy through, why Easter will have arrived.

Any other new business?

Thank you very much, gentlemen.

. . . The Meeting adjourned at 5:07 p.m. . . .

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